

AWARDS CEREMONY
20 APRIL 2021

**LEADERSHIP
IN THE
PUBLIC SECTOR
AWARDS 2020**

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PARTNERS //

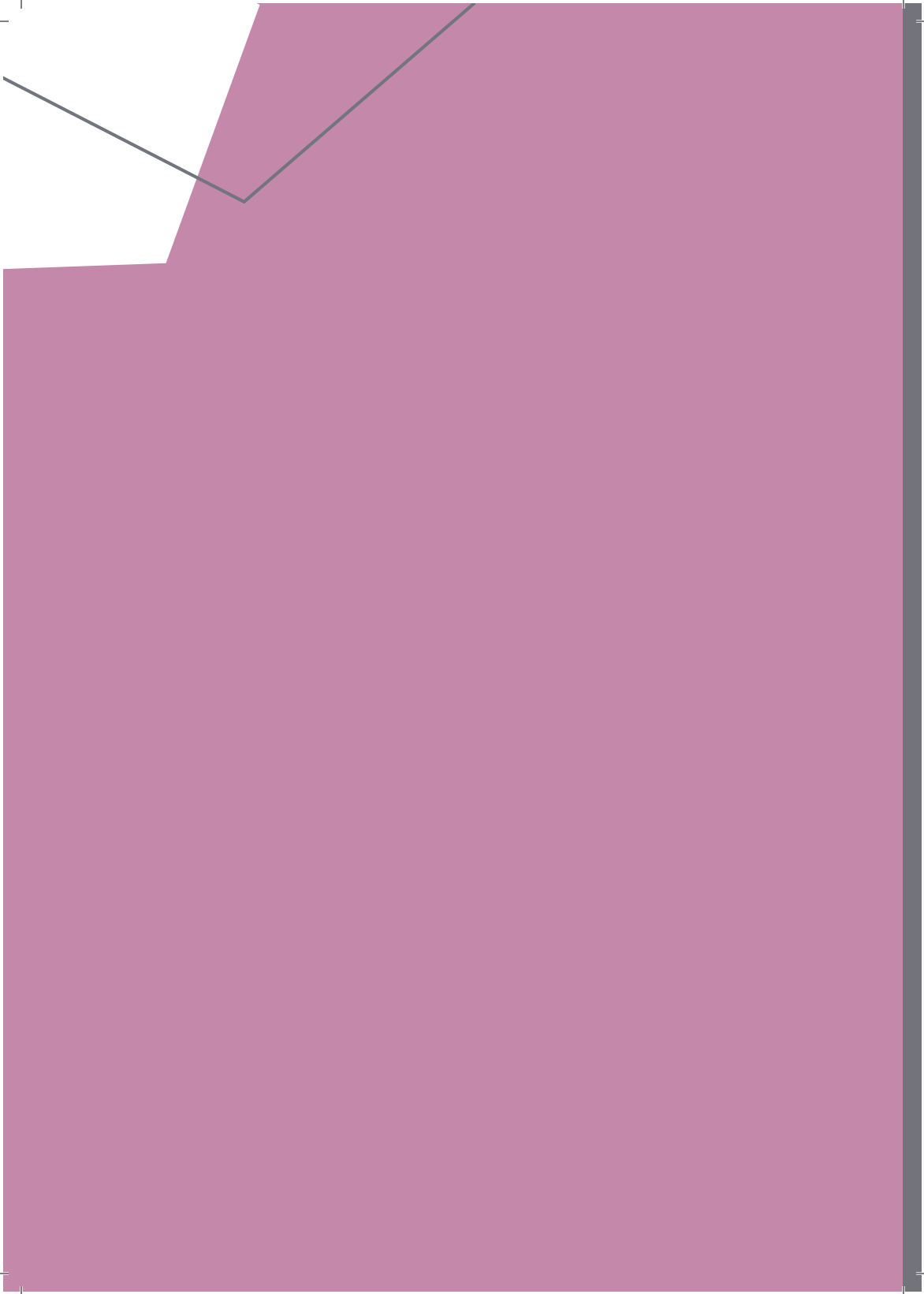


Victorian Public Sector Commission

The Victorian Public Sector Commission exists to strengthen the efficiency, effectiveness and capability of the state's public sector in order to meet existing and emerging needs and deliver high quality services to the people of Victoria. The Commission plays a key role in Victoria's integrity framework, maintaining and advocating for professionalism and integrity in the public sector of Victoria. Read more at vpssc.vic.gov.au

PARTNERS





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WELCOME

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Jennifer Wolcott

Chair,
Awards Advisory Committee,
IPAA Victoria

The devastating bushfires of the summer of 2019/2020, followed by the ongoing COVID-19 pandemic, have challenged us all as individuals, families, community members, and public sector professionals. These crises have put the often unseen role of government front and centre.

The work of our IPAA Victoria 2020 award finalists, summarised in this book, shows how Victoria's public purpose sector has risen to the challenge - whether their projects relate to the protection of public health, the rebuilding of communities affected by fire, or the on-going delivery of important community services and reforms. These finalists demonstrate not just excellence and innovation, but sheer grit and commitment to public service in the most challenging circumstances.

It was striking that many of the entries we received came from teams brought together from across different levels and parts of government to work under pressure, remotely and with courage on unfamiliar and critical tasks. This ability to collaborate during a time of crisis bodes well for future partnerships to tackle the complex public policy and delivery challenges of our time.

To be a finalist in our peer-assessed awards is remarkable. It shows that your achievements are recognised by your colleagues from an extraordinarily diverse and complex sector. From personal experience, I know the care that our judges take in their making their assessments and the insights they bring to their final decisions. I therefore want to thank my colleagues on the IPAA Victoria Awards Committee and all the judges who volunteered their time to assess the nominations across eight award categories.

On behalf of the IPAA Awards Committee, I also want to thank our award sponsors who make this event possible. Their support is a very practical demonstration of their belief in the value of a high-performing public purpose sector that serves the Victorian community.

Congratulations again to all our finalists.

WELCOME //



John Bradley

President,
IPAA Victoria



Karina Posanzini

Acting Chief Executive Officer,
IPAA Victoria

One of the privileges of being part of IPAA Victoria is the view it provides of the extraordinary work of our state's public purpose sector. One of IPAA Victoria's aims is to recognise and support the achievements of individuals and teams who work in the sector.

These awards also tell a bigger story about our sector's capacity for adaptability and innovation. The last twelve months have been an extraordinary test of every level of the public sector in Australia. The finalists in IPAA Victoria's 2020 awards amply demonstrate how government bodies at local, state and commonwealth levels, have responded to that test. From small public sector organisations who

adapted their service delivery systems to radically new working environments, to large public sector bodies whose responsibilities shaped and led our COVID-19 response, our entire sector has had to rethink the way it works, learn by and while doing, and persevere through extended challenges.

These awards are a reminder about what a capable, committed and resilient public purpose sector is able to achieve.

They are also an important reminder of the lasting impact which we can have in our service - when the community's need is greatest. The small group of public servants who came together to form IPAA Victoria in June 1929 would have had clear memories of the devastation caused by the influenza pandemic of 1918/1919.

IPAA Victoria's founders saw public administration as a profession which was an essential part of Victoria's and Australia's future growth and development. The achievements described in this book only demonstrate the enduring commitment of the individuals and teams in our public purpose sector to their community.

As we look towards the challenges and opportunities that lie ahead, these awards should give us confidence in the ability of our public purpose sector to achieve real impact, working with communities, businesses and the not-for-profit sector on behalf of all Victorians.

On behalf of IPAA Victoria, we again thank the sponsors of these awards, the judges of the many award nominations we received, and our corporate and individual members who enable IPAA Victoria's continuing work.

IPAA VICTORIA AWARDS' COMMITTEE

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Jennifer Wolcott

Chair,
Awards Advisory
Committee



Kathryn Anderson

Partner,
Cube Group



Genevieve Dolan

A/Executive Director Corporate
Services, Governance,
Policy and Coordination Group,
Department of Premier and Cabinet



Angela Singh

Executive Director,
Koorie Outcomes,
Department of Education
and Training



Tracey Slatter

Managing Director,
Barwon Water



Tanya Smith

Principal,
NOUS Group



Helen Vaughan

Deputy Secretary,
Water and Catchments,
Department of Environment,
Land, Water and Planning



Darren Whitelaw

Chief Customer Officer,
Service Victoria

JUDGES SUPPORTED BY IPAA STAFF SECRETARIES

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IPAA VICTORIA WOULD LIKE TO THANK OUR AWARDS JUDGES:

Debra Abbott	Meg Fricke	Fiona Sparks
Kathryn Anderson	Curt Garwood	Merita Tabain
Mason Atkinson	Verity Harris	Helen Vaughan
David Baber	Emma Lake	Loris Venzon
Cheryl Batagol	Marianne Munro	Darren Whitelaw
Brooke Colbert	Sarah Park	Jennifer Wolcott
Luke Cornelius APM	Mikala Purton	
Chris Corrigan	Sharife Rahmani	
Julie Dai	Kate Rattigan	
Alicia Darvall	Angela Singh	
Genevieve Dolan	Tracey Slatter	
Kirsty Douglas	Miriam Slattery	
Graeme Emonson	Tanya Smith	

IPAA STAFF SECRETARIES:

James Anderson
Andrew Beech-Jones
Clare Dillon
Kirsty Legge
Claire Matthews
Jessie Mazlin
Boris Radickovic
Gail Siracusa

JA AIRD MEMORIAL PRIZE

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The JA Aird Award was established in honour of John Allan Aird, IPAA Victoria's longest serving president (1940–1957) and an IPAA Victoria Honorary Life Member, who was both Chief Irrigation Officer and later Commissioner of the State Rivers and Water Supply Commission during his career. The Award aims to promote the profession of public administration and establishing and building a career that serves the people of Victoria.

WINNER OF THE 2020 JA AIRD MEMORIAL PRIZE

FELIX GEAKE-RANSOME

Previous Winners

2019	Mr Hirzi Putra Laksana
2018	Wai Huen (Charlotte) Choi
2017	Andriana Georgiou
2016	Alwyn Nguyen
2015	Peter Divitcos
2014	Martin Ditmann
2013	Charles Cornwallis
2012	Andrew Beech-Jones and Matthew Psycharis
2011	Alexander Willemyns
2010	Xanthe Shacklock
2009	Sukrit Sabhlok
2008	Lauren Knight
2007	Michael Griffith

YOUNG ABORIGINAL LEADER SCHOLARSHIP



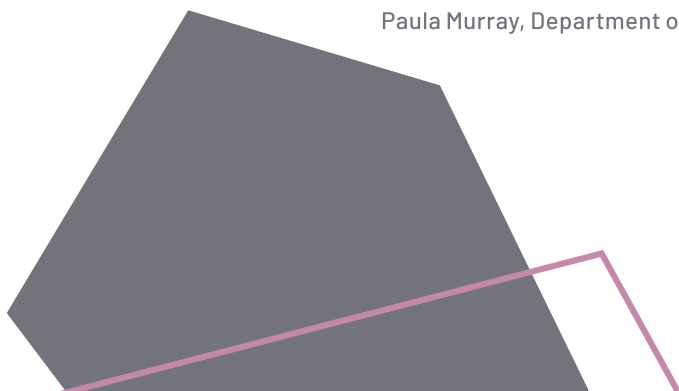
The biennial Young Aboriginal Leader Scholarship acknowledges and supports Aboriginal public sector employees by offering a professional development program to a high performing Aboriginal or Torres Strait Islander person who demonstrates significant leadership potential and dedication to the public sector.

YOUNG ABORIGINAL LEADER SCHOLARSHIP 2020 FINALISTS

KYE HARDIE
COURTNEY MCGANN

Previous Winners

Bonnie Cavanagh, Victoria Police	2018
Travis Lovett, Department of Environment, Land, Water and Planning	2016
Thomas Bell, Department of Justice	2014
John Bell, Department of Justice	2012
Erin Birch, Department of Education and Early Childhood Development	2010
Kaylene Williamson, Department of Planning and Community Development	2009
Paula Murray, Department of Justice	2008



ADVANCING ABORIGINAL SELF-DETERMINATION AWARD //

Empowering Aboriginal communities to achieve long-term change and improved outcomes, through developing new relationships and new ways of working

Embedding the voice and agency of Aboriginal Victorians in decision making at all three levels of government and across agencies is critical to achieving long-term generational and improved outcomes for Aboriginal communities. This award celebrates Aboriginal self-determination as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples through active partnerships that are transferring policy and program decision-making and resources to the Victorian Aboriginal community.

Partner

First Peoples-State Relations Group

The First Peoples-State Relations Group is responsible for an extensive program of nation leading work with First Peoples in the areas of cultural rights, self-determination, treaty and truth. We recognise Victoria's First Peoples as the self-determining drivers of Aboriginal affairs in Victoria. We are committed to building ongoing, just and respectful relationships between self-determining First Peoples and the State.



**Aboriginal Culture and Healing
Recovery Program**

Bushfire Recovery Victoria

For the first time following a major disaster in Australia, a dedicated bushfire recovery pillar for Aboriginal Culture and Healing was established after the 2019-2020 fires, standing alongside traditional recovery pillars of health, economy, natural environment and infrastructure. The vision through this recovery pillar is to ensure that Aboriginal Victorians are supported to flourish through the practice of cultural knowledge systems that inform their physical, mental, wellbeing and spiritual health.



Djakitjuk Djanga Native Foods Program

**Department of Jobs, Precincts and Regions and
the Federation of Victorian Traditional Owner
Corporations**

This is a \$2 million grant program for eligible Victorian Aboriginal-owned businesses and organisations to undertake projects that will contribute to the development of an authentic, Traditional Owner-led native food and botanicals industry in Victoria. A primary objective of the program is to increase leadership by Traditional Owners and other Victorian Aboriginal organisations in Victoria’s native food and botanicals industry.



**The Transport Portfolio Aboriginal
Self-Determination Plan 2020-2023**

**Department of Transport (DoT) in partnership with
the Major Transport Infrastructure Authority (MTIA)**

This plan involved entities across the entire transport portfolio. The plan formalises how DoT’s transport portfolio will work together as one in a coordinated, integrated way to deliver outcomes with, and for, Aboriginal Victorians. It commits to engaging as one at the local level with Aboriginal stakeholders around solutions to transport issues that matter to them.



COMMUNICATION EXCELLENCE AWARD //

Delivering public value through communication excellence

Smart communication has the ability to effect change and be critical to the success of government's policies, programs and projects. This award recognises excellence in communication, both internal and external, and awards initiatives that deliver public value through innovative communication.

Partner

Australia Post

Australia Post has been at the heart of Australian communities for more than 200 years, connecting them to each other and around the world.

As Australia's leading postal, logistics, and integrated services business, we support our customers to grow and communities to thrive, helping to unlock opportunities for all Australians.

Our objective is to provide services that people value and trust, and to always deliver great outcomes and value to our customers and the community.



Family Violence Reform Rolling Action Plan 2020-2023

Department of Premier and Cabinet *

*Family Violence Reform in the Office for the Prevention of Family Violence (*now located in Department Families, Fairness and Housing)*

This project is unique because what is essentially a government strategy document has been delivered as a fully interactive website. No framework or plan of comparable scope or depth has been delivered before with this approach on the vic.gov.au platform. Developed during the exceptional conditions of COVID-19, across government and with extensive sector and community consultations, visitors can now navigate the breadth of the family violence reform and understand how reform activity is connected across government.



Impact of COVID-19 on Children and Young People

Commission for Children and Young People

As part of its response to the COVID-19 pandemic, the Commission pivoted to launch an extensive and rapid consultation process to understand how the pandemic was affecting Victoria's children and young people. Between April to July 2020, the Commission consulted with 644 children and young people, along with 70 organisations. This work influenced changes in the government's pandemic response and challenged the accepted narrative about the COVID-19 experiences of children and young people.



2020 Local Government Elections Communication and Engagement Program

Victorian Electoral Commission (VEC)

Communication and Engagement Branch

During the 2020 Local Government Elections the VEC delivered a state-wide communication and engagement program to maximise public awareness and participation amongst all eligible voters. The program focused on carefully segmented audiences, using appropriate messages that were tailored and delivered through the right mediums. These factors, alongside a sustained media presence, contributed to the highest participation rate at local council elections ever recorded.



EMERGENCY MANAGEMENT AWARD //

Celebrating the commitment, excellence and innovation of the public purpose sector in emergency management

The public purpose sector has a unique and broad role in preparing for, responding to and supporting recovery from the full gamut of emergencies. Emergency management engages the full range of functions of government from policy and planning to service delivery. It encompasses the social, economic and environment functions of government necessitating high levels of interdependency and collaboration across and within sectors, including all parts and levels of government and coalitions with businesses and communities.

This award has been established to highlight and celebrate key examples of excellence in emergency management in the broadest sense. While grateful for the uniformed emergency services and our front-line health workers, all those who work in the public sector servants at local, State and Commonwealth level have had to adapt and respond to emergency management challenges over the last year.

Partner

Bushfire Recovery Victoria

Bushfire Recovery Victoria was established in January 2020 as a dedicated and permanent agency to coordinate recovery from the 2019-2020 Victorian bushfires, and we have a strong appreciation for the role the public sector has in preparing for, responding to and supporting recovery from emergencies. We are proud to sponsor this new award category that highlights and celebrates excellence in emergency management.



Wastewater Surveillance for SARS-CoV-2

Department of Health and Department of Families, Fairness and Housing

Wastewater Surveillance Team and Water Unit

Before February 2020, there was no test method available for the detection of SARS-CoV-2 in wastewater. This work brought together engineering, microbiology and epidemiology expertise from health departments, water utilities, laboratories and researchers to develop such a test. This collaborative approach has helped create new techniques for virus concentration and provided a globally significant contribution to identifying SARS-CoV-2 in wastewater.



Ambulance Victoria Coronavirus Planning and Response

Ambulance Victoria

Emergency Management Unit

In responding to COVID-19, Ambulance Victoria's response was grounded in learnings from its own and international experience with previous infectious disease outbreaks including H1N1 (Swine Flu), HVD (Ebola) and SARS (1). This has created a plan that is designed to safeguard patient response and clinical outcomes and ensure strong integration with other health and emergency services, while keeping their people, patients and Victorian community safe.



'Act fast, stop COVID and report back to base'

Barwon Health

The Contact Tracing and Monitoring Team, Barwon South West Public Health Unit

This team was established in July 2020 to provide rapid tracing and effective isolation of people who had tested positive to COVID-19, identification and quarantining of their close contacts, and management of disease outbreaks to limit transmission in the Barwon South West Region. Although the regional COVID burden was complex and significant, with the CTM tracing 517 cases and 5,417 close contacts over 41 outbreaks, by mid-September 2020, COVID-19 had been eliminated from the Barwon South West Region.



EVIDENCE-BASED POLICY AWARD //

Excellence in evidence-based policy making

Policy making is the backbone of everything the public sector does, with good policy making helping to address long term issues through innovative approaches. This award recognises excellence in public policy making particularly with respect to the approaches taken to develop proposals for government that are informed by robust evidence, broadly defined to include research, data, pilots and/or stakeholder engagement.

Partner

Department of Premier and Cabinet

The Department of Premier and Cabinet (DPC) is delighted to sponsor this award. DPC is proud to lead the public sector response to significant issues, policy challenges and projects. Evidence is at the core of every decision government makes. Finding ways to better supply, demand and use evidence is a crucial part of improving those decisions and delivering better services, policies and outcomes for Victorians.



Supporting Student Cohorts Affected by Family Violence Initiative

Department of Education and Training

Family Violence Practice Branch in collaboration with Outer Eastern Area, North Eastern Victorian Region, Trial Schools and Area Services

This initiative was a two-year project to collaboratively develop, implement and evaluate a sustainable school-based approach to identify and intervene more effectively with students affected by family violence. Following the trials' end, all schools remain committed to the approach and are using and expanding the established trial practices. There is also clear evidence of increased identification, an improved range of interventions and more consistent and effective support for students.



Victoria's Roadmap to Reopening

Department of Health

COVID-19 Strategy and Policy Division

Early in Victoria's response to the pandemic, announcements on restrictions were primarily reactive, in response to emerging outbreaks or rising case numbers. The 'Roadmap to Reopening' framework was developed to show the community how Victoria would emerge from the second wave of COVID-19. This careful, collaborative gradual, evidence-based approach led to Victoria being one of the only jurisdictions globally that has effectively eliminated COVID-19 after significant community transmission.

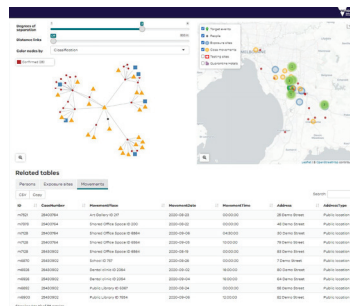


COVID-19 Mystery Case Tracker

Department of Health and Department of Families, Fairness and Housing

COVID-19 Mystery Case Tracker project team

In an Australian first, this tracker improves the identification of sources of infection for mystery COVID-19 cases. Replacing manual and person-dependant systems, this new approach instantly generates a visual map of the links between people who have been diagnosed with coronavirus, their close contacts, and the places they have visited in the 14 days prior to diagnosis. It is a game changer for public health officials.



HUMAN-CENTRED SERVICE DELIVERY AWARD //

Placing the community at the centre of public services

Public services are the interface between the community and government; the community cares about public services and depends on their delivery. This award recognises novel and successful approaches to service delivery, adopting a human-centred approach to better engage the community and achieve enhanced public outcomes.

Partner

*Department of Health and
Department of Families, Fairness and Housing*

The Department of Health and Department of Families, Fairness and Housing are proud to sponsor the Human Centred Service Delivery award. This award recognises innovation, new and unique approaches to service delivery, adopting a human-centred approach to achieve better community outcomes. Delivering services that make a difference for Victorian communities is at the heart what we do. We aspire to build a safer, fairer Victoria for all.



Department
of Health



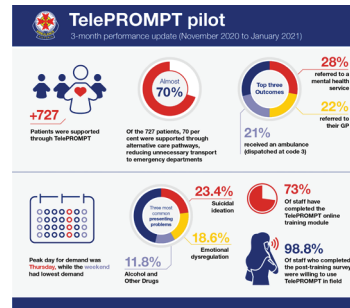
Families,
Fairness
and Housing

TelePROMPT – A Telehealth Prehospital Response of Mental Health and Paramedic team

Ambulance Victoria

AV Patient Care Academy and design team (including AV, Eastern Health and the Department of Health)

TelePROMPT is a pre-hospital response which partners paramedics on-scene with a mental health clinician through telehealth and access to state-wide mental health records for rapid assessment and triage of patients. Designed through Ambulance Victoria’s new Patient Care Academy, using an agile, human-centred and co-design methodology, it provides a Best Care experience that is high quality, patient-centred and safe.



Play Learn Grow

Department of Education and Training

Early Childhood Strategy

The first three years of a child’s life are vital to their future social, educational and health development. Play Learn Grow offered support to parents of two and three-year-old children through a particularly challenging COVID year. Almost 14,000 Victorian parents received three SMS messages per week for 24 weeks, based on expert advice, containing practical advice and activities to support their child’s learning, development, health and wellbeing at home.



Boating Vic

Maritime Safety Victoria

Boating Vic helps keep boaters and paddlers up to date while on the water. The app and website provide targeted information relating to more than 400 boat ramps and launching locations across Victoria, including localised marine weather forecasts directly from the Bureau of Meteorology, as well as warnings, notifications, facility information and safety advice from a range of government agencies.



INNOVATIVE REGULATION AWARD //

Smart approaches to regulating; for a better community and stronger economy

Regulation is essential for the proper functioning of our society and the economy, and has a flow-on to productivity and general community wellbeing. This award recognises innovation and excellence in approaches to best practice regulatory design and policy, and includes, but is not limited to, achieving future-oriented regulatory design and practice, regulatory reform, and high quality evidence, analysis and stakeholder consultation.

Partner

Better Regulation Victoria

Better Regulation Victoria (BRV) works with the Victorian Government and community to support the analysis, design and implementation of best-practice regulation.

It supports Anna Cronin in her statutory role of Commissioner; provides a 'regulatory help desk' for Victorian Government agencies, businesses and citizens to improve our regulation; and facilitates an effective community of practice through the Regulators' Forum. BRV's innovative regulatory approach is widely admired by our interstate peers.



Solar Homes Assurance Framework

Solar Victoria – Department of Environment, Land, Water and Planning

Risk, Assurance and Standards team

Victoria's Solar Homes Program is supporting the installation of 700,000 solar photovoltaic systems, 10,000 battery storage systems and 60,000 solar hot water systems across the state. The Solar Homes Assurance Framework ensures that this Program is delivered with safety as the paramount consideration. It is underpinned, not by a dedicated legislative scheme, but by collaboration and partnership with existing regulators, engagement with industry self-regulation schemes, a risk-based audit program, stringent participation requirements, and targeted education programs.



Medical Self-Assessment for Commercial Passenger Vehicle Driver Accreditation

Commercial Passenger Vehicles Victoria

Medical Self-Assessment Project Team

Traditionally, applicants for a commercial passenger vehicle driver accreditation were required to undertake an in-person medical assessment with only one per cent of new or current driver being cancelled or refused based on a medical concern. This new medical self-assessment tool, based on national standards, reduces the regulatory burden and cost for industry and drivers. Now only a small percentage of drivers with medical conditions are required to have an annual in-person medical assessment to retain their accreditation.



LEADING EMPLOYER AWARD //

Creating the public sector workforces and workplaces of the future

In an ever-changing world, the public sector employer has an eye to the future; cultivating and attracting a highly capable workforce to respond effectively to new challenges. This award recognises that the leading public sector employer takes an innovative and holistic approach to its people: from creating a positive culture to strong leadership; from smart recruitment practices to developing employee capabilities; from rewarding and recognising success to creating robust and flexible systems; and from embracing new and digital technologies to creating safe, welcoming and supportive workplaces.

Partner

Victorian Land Registry Services

Victorian Land Registry Services (VLRS) is proud to sponsor the Leading Employer Award. This award recognises leading public sector employers who take an innovative and holistic approach to their people by creating flexible systems and safe, supportive workplaces. The Leading Employer Award aligns with VLRS's own commitment to demonstrate strong leadership in the community and create new, innovative technologies.



State Revenue Office Victoria Leading Employer

State Revenue Office Victoria

Employing 670 people, the State Revenue Office administers Victoria’s taxation legislation, including a range of grants and other benefits. SRO’s Our People and Culture Strategy 2020-2023 supports and encourages staff to focus their efforts and thrive, placing value on the role of their leaders in driving positive workplace culture and employee engagement. A deliberate focus on the strategy’s five pillars encourages the continued loyalty and commitment of staff and their contribution towards the organisation’s strategic goals.

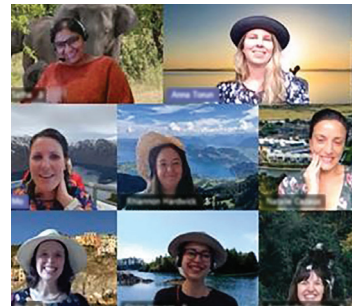


SV Transformation

Sustainability Victoria

Regions, Communities and Local Government

In March 2020 Sustainability Victoria embarked upon a transformation co-design process to realise our potential to deliver impact, insight and agility. The process was co-designed and included a new organisational architecture with new executive leadership team, and new ways of working. The co-design approach enabled a broad range of individuals to make meaningful contributions, explore a range of possibilities and identify opportunities and solutions that would not otherwise be possible.



SUSTAINABLE COMMUNITIES AND ENVIRONMENTS AWARD //

Leading, creating and empowering for environmental and community sustainability outcomes

Creating sustainable environments has positive outcomes not only for our shared natural environment, but for the community at large. This award recognises and celebrates innovative initiatives that achieve long-term sustainability outcomes, by supporting and empowering Victorian communities to live a more sustainable life and/or creating sustainable environments.

Partner

*Department of Environment, Land,
Water and Planning*

Department of Environment, Land, Water and Planning (DELWP) has been a proud sponsor of the Sustainable Communities and Environments Award since 2018.

Together with IPAA Victoria we are recognising and honouring innovative approaches to achieving sustainable outcomes for the community.

The community is at the heart of what we do at DELWP and we are committed to supporting liveable, inclusive and sustainable communities, and thriving national environments in Victoria.



Environment,
Land, Water
and Planning

Community Power Hubs Pilot Program

Sustainability Victoria

This program empowered communities in Ballarat, Bendigo and the Latrobe Valley to lead and develop finance-ready clean energy projects using an innovative, Australian-first model for community energy. This grassroots approach catalysed strong community interest in renewable energy and supported 30 investment-ready projects, which will benefit communities and deliver significant savings. The program’s evaluation revealed the program delivered more than \$13 of value for every dollar of Victorian Government investment.



Social and Environmental Responsibility

Ambulance Victoria

Sustainability

Ambulance Victoria’s new Social and Environmental Responsibility Framework and Action Plan has allowed it to become the first Victorian health service, and the first ambulance service across Australia and NZ, to make a commitment to 100% renewable energy. It is also the first ambulance service in Australia and NZ to develop a sustainability action plan and establish a dedicated sustainability team.



Tackling Climate Change, Sustainability and Health with Local Governments

Department of Health

Climate and Health Team, Public Health Division

This project focuses on actions communities can take to prepare for climate change and protect their health and those most vulnerable. The project took a bottom-up approach, working with local councils to learn about their successes and challenges, using case studies to share learning. A webinar to launch the guidance, held in October 2020, attracted over 670 attendees from local government and other organisations demonstrating the interest in the subject and in this approach.



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